



# CMAA National Managers Conference

## **Team Effectiveness**

# Introduction

- Club Managers Leadership and Management Program
- Approach
- What we will cover
  - What's a Team?
  - Team Performance Plan
  - Managing Team Success

# What's a Team



# What's a Team



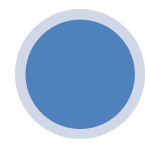
A collection of individuals with no sense of identity or team spirit

**Collective**



Have common goals and a sense of identity. Individual contributors may work independently

**Work Group**



Have shared goals and identity as well as interdependence. Members need to work together to achieve goals

**Team**

# What's a Team

## *Critical Factors*

- **Size**
- **Appropriate knowledge/skill mix**
- **Common Approach**
- **Joint Accountability**



# What's a Team

## *Benefits*

➤ **Improved Morale**

➤ **Productivity**

➤ **Greater Flexibility**

➤ **Continuous Improvement**

➤ **Increased Innovation**

➤ **Cross-Skilling**

# What's a Team

## *Downsides*

- **Unequal Participation**
- **Not Team Players**
- **Limiting Creativity**
- **Longer Process**



# What's a Team

## *Inherent Conflict*

- **Introducing teams into the workplace**
- **Leading and Supporting Teams**
- **Encouraging participation**
- **Maintain co-operations and creativity**
- **Teams for the wrong type of task**



# Team Performance Plan



# Team Performance Plan

## *Elements*

- **A clearly defined team purpose**
- **Organisational Structure**
- **Roles and Responsibilities**
- **Behavioural Norms**
- **Measures of Success / Key Performance Indicators**

# Team Performance Plan

## *Team Purpose*

### Understand

- **The Club's Vision**
- **The Club's Mission**
- **Core Beliefs**
- **Your Club's Plans**

# Purpose Statement

# Team Performance Plan

## *Org Structure / Roles and Responsibilities*

- **what jobs need to be done**
- **how many people may be required**
- **the number of permanent full-time staff required**
- **the number of part-time staff required**
- **whether you will need casuals**
- **whether contractors are appropriate for your club**

# Team Performance Plan

## *Behavioural Norms*

### Sample Norms

- **Strive to understand each other's perspectives**
- **Resolve problems without blaming**
- **If you don't understand, ask for clarification**
- **If you see a problem, bring it to our attention**
- **Focus on the positive**

# Team Performance Plan

## *Measures of Success*

- Identification
- Specify Results
- Determine Status
- Understanding Progress
- Update and Review



# Managing Success



# Managing Success

## *Conditions*

- **Trust Among Team Members**
- **Sense of Group Identity**
- **Sense of Group Worth**





# Managing Success

## *Areas of Focus*

# 1. LEADERSHIP

# Managing Success

## *Areas of Focus*

# 2. STRENGTHS AND WEAKNESSES

# Managing Success

## *Areas of Focus*

### 3. PASSION

# Managing Success

## *Areas of Focus*

# 4. STRESS

# Managing Success

## *Areas of Focus*

# 5. COMMUNICATION

# Managing Success

## *Areas of Focus*

# 6. PLAY



***Thankyou***